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ABSTRACT

The history of professional development leave for librarians in the Florida State University System was examined, and an inventory was made of all leaves taken in the state's nine universities. The state's leave policy was judged to be generous when compared to the policies of other libraries in the nation. The leaves were examined for their usefulness to other potential leave applicants, as well as their applicability to other state university libraries. Each project was classified under one of the following headings: coursework, work or study in another library/museum, publishing a bibliography, studying internal management, producing bibliographic instruction aids, publishing a book or article, translating foreign language materials, producing an internal library manual, locating and acquiring archival material, and preparing grant proposals. Additionally, an effort was made to identify needed leave projects that would benefit the libraries in the state university system. Two weaknesses were identified: lack of funds on many campuses to fund replacements for librarians on leave, and lack of sharing of information resulting from leave projects. It was concluded that Florida's professional development leave policy could serve as a model for other academic libraries. A 20-item list of references is included. (SW)

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PROFESSIONAL DEVELOPMENT LEAVE -

THE FLORIDA MODEL

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Running Head: Development Leave

ABSTRACT

This study traces the history of professional development leave for librarians in the Florida State University System and concludes that the state's leave policy is very generous when compared to the policies of other libraries in the nation. An inventory was then made of all leaves taken in the state's nine universities for the purpose of identifying past leave activities worthy of emulation for future leave projects. Suggestions are also given for other needed projects that would benefit the libraries in the state university system and which would be of potential interest to others.

It is concluded that Florida's professional development leave policy could serve as a model for other academic libraries.

PROFESSIONAL DEVELOPMENT LEAVE - THE FLORIDA MODEL

A search of the literature (Information Science Abstracts, LISA, Library Literature, and ERIC) concerning the use of paid leaves for the professional development of librarians appears to be heavily oriented to the quest by academic librarians for faculty status, tenure, or promotion. Much of this literature is also slanted toward the role of collective bargaining, continuing education, obtaining additional degrees, or publishing in this search by librarians for professional advancement. These professional development efforts are productive and unquestionably contribute to the growth of academic librarians. It is unfortunate, however, that little attention has been paid to examining the creative projects that librarians have initiated for their leaves and which would make a tangible contribution to a larger audience, if more widely publicized.

A unique opportunity for university librarians in Florida to propose such creative research projects began in 1977 when the Florida State University System (SUS) adopted a progressive professional development leave policy for its professional librarians which provided for up to one semester's leave at full salary. To participate in this program, eligible librarians must have at least three years of professional experience in the Florida university system and adhere to the following guidelines:

> "Such leaves are granted to increase an employee's value to the university through enhanced opportunities for professional renewal, educational travel, study, formal education, research, writing, or other experience of professional value, not as a reward for service."[1]

This policy, which was adopted through Florida's collective bargaining process, opened the door to a vast new world of career and academic library enhancement projects that could serve as a model for other academic libraries. It is felt that this policy is especially generous in light of the fact that most of the state's university libraries do not offer full faculty status and tenure to librarians. One could also assume that this is a generous policy even for those SUS libraries that do grant faculty status when compared with the policies of similar libraries throughout the nation. This statement is supported in part by the findings of a study by Jack E. Pontius concerning ARL libraries that grant faculty status to their librarians:

> "The results indicate that although most libraries incorporate evidence of research into their promotion and tenure requirements, very few make released time available on a regular basis."[2]

This lack of release time often puts librarians at a disadvantage when it comes to professional development--especially when compared to tenured teaching faculty. Unlike the case at Ohio State University, where 20 percent (8 hours a week) of each librarian's assignment is allocated to research and professional development, many librarians are not only denied regular development opportunities--such as nine or ten month contracts--but are also ineligible for sabbaticals or other paid leaves.[3,4] With these thoughts in mind, in 1977 the Florida SUS librarians were delighted with their new professional development leave policy.

To assess how Florida's leave policy has been utilized since its inception, the author participated in a professional development leave in order to inventory all such leaves taken by librarians in Florida's nine state universities. The leaves were examined for their usefulness to other potential leave applicants, and their applicability to other SUS libraries. Additionally, an effort was made to identify needed leave projects that would benefit the SUS as well as other libraries. Hopefully, the results of this study will be instructive for others interested in the professional development of librarians through participation in creative projects beneficial to a wide audience. Many of these projects, or variations of them, are worthy of emulation.

THE INVENTORY

In order to identify all professional development leaves taken by librarians in the Florida SUS, a letter requesting the names of all participants in each of the nine university libraries was sent to each library director. An attempt was also made to identify participants from the major branch libraries. Included in this letter of inquiry was a request for suggestions concerning needed projects that would be beneficial to the other libraries in the SUS. Once the directors responded with the list of participants from their libraries and their suggestions for needed projects, a letter was sent to each of the identified participants requesting a summary report of their leave activities.

The reports received from the leave participants resulted in a response rate of 78% (51 out of 65). A follow-up attempt through the use of phone calls or personal contact resulted in a response rate of 100%. Much of the background information on the leave projects was obtained by traveling nearly 2,000 miles around the state and interviewing leave participants. These responses were used to identify the scope of each project and then clustered under one of 11 broad headings identified in table 1. Entries listed under the University of Florida include a number of sabbaticals taken by librarians due to the fact that the university grants full faculty status and tenure to librarians. These librarians must compete with the teaching faculty for their sabbaticals, but have also been eligible for professional development leaves in the past.

THE PROJECTS

Each project was clustered under one of the 11 selected headings listed in table 1, in spite of the fact that a number of them could have been entered under more than one heading--such as a dual project that involved "Acquiring Archival Materials" and "Translating Foreign Language Materials." For the sake of simplicity, each project was clustered under the one heading that best described the emphasis of the work.

TABLE 1

PROFESSIONAL DEVELOPMENT LEAVE PROJECTS, 1977-1986

UNIVERSITY LIBRARY*	USF	UWF	UCF	UF	FSU	FIU	FAMU	UNF	FAU	TOTALS
COURSEWORK	5	1	3	5	3	3	1	2	1	24
WORK OR STUDY IN ANOTHER LIBRARY/MUSEUM		6	1	1	1		1			10
PUBLISH BIBLIOGRAPHY	2	1	2	1						6
INTERNAL MANAGEMENT STUDY	4			1						5
PRODUCE BIBLIOGRAPHIC INSTRUCTION AIDS	2	1	2							5
PUBLISH BOOK	2	1								3
PUBLISH ARTICLE	1	2								3
TRANSLATING FOREIGN LANGUAGE MATERIALS	2				1					3
INTERNAL LIBRARY MANUAL	1		2							3
LOCAL AND ACQUIRE ARCHIVAL MATERIALS		1		1						2
PREPARING GRANT PROPOSALS	1									1
TOTAL	20	13	10	9	5	3	2	2	1	65

*UNIVERSITIES

USF -UNIVERSITY OF SOUTH FLORIDA -TAMPA
UWF -UNIVERSITY OF WEST FLORIDA -PENSACOLA
UCF -UNIVERSITY OF CENTRAL FLORIDA -ORLANDO
UF -UNIVERSITY OF FLORIDA -GAINESVILLE
FSU -FLORIDA STATE UNIVERSITY -TALLAHASSEE
FIU -FLORIDA INTERNATIONAL UNIVERSITY -MIAMI
FAMU -FLORIDA A & M UNIVERSITY -TALLAHASSEE
UNF -UNIVERSITY OF NORTH FLORIDA -JACKSONVILLE
FAU -FLORIDA ATLANTIC UNIVERSITY -BOCA RATON

Coursework

Undertaking additional academic coursework is by far the most popular category for taking professional development leave in the Florida SUS. In addition to offering advanced degrees, many specialty courses are available on most campuses for enhancing one's credentials, or for preparing the student for specialized projects. One librarian at the University of North Florida took several computer courses in order to produce the Jacksonville Union List of Serials.[5] Another librarian took instructional media courses in order to produce bibliographic instruction aids; and still another took courses in statistics in order to take accurate user surveys. Two librarians spent their leaves studying overseas--one studied Art History through the University of Central Florida Summer Study Program at the University of Urbino in Italy, and another studied "British Foreign and Imperial Policy" at Oxford University. Also included in this category were several individuals who worked on their dissertations.

Pursuing additional academic coursework is an excellent way for librarians to improve their professional credentials and stature--especially when applied to the acquisition of an advanced degree. This activity also enhances the prestige of the library.

Work or Study in Another Library or Museum

This category represents the second largest type of leave project that is found in table 1. Many of these projects involving professional work or scholarly study in other libraries or museums were done overseas. Several leaves were taken to manage the Florence Study Center Library which is

administered by Florida State University, but is often staffed by librarians from other SUS libraries. Several other leaves were used to observe procedures followed in other specialized museums or archives, such as the Smithsonian Institute, the National Archives, NASA, or other government, academic, or public archives. One leave was taken to observe the management of the special collections housed in a number of black history collections--including the Division of Special Collections and Archive of the Robert W. Woodruff Library in Atlanta. One project involved serving as an intern in the University of New Mexico Anthropological Museum. A second leave was taken by the same librarian to work as a visiting librarian cataloging English and German language materials and teaching English to staff members in the library at the National Kaohsiung Teacher's College in Kaohsiung, Taiwan. A somewhat similar project involved the cataloging of Spanish language materials by a librarian who spent a semester working in the Cataloging Department of the library at the University of Texas in El Paso. Finally, one enterprising reference librarian took a leave to observe public service procedures of research libraries in Paris, and to study the collections and reference services of art libraries in Paris and the United Nations Library in Geneva.

Publishing Bibliographies

As indicated in table 1, six projects involved the compilation of bibliographies. One librarian was granted two leaves over a nine year interval to compile, and later update, a bibliography of faculty and staff publications for her campus. Clearly the most scholarly bibliography identified in the survey was Judaica Americana: A Bibliography of Publications, which contains

approximately 6,000 verified and located citations to Judaica published prior to 1901.[6] This impressive work approaches 1,000 pages and includes holdings information for most monographic entries as well as an appended union list of Jewish periodicals. Included are American plays, novels, short stories, and poems with Jewish themes. Due to the extensive nature of this bibliography, the researcher required a two semester sabbatical from the University of Florida.

Another bibliography was identified which is nearing completion and which will prove to be useful to any university with a nursing or health related curriculum. The title of this work is Patients Rights Movements, and it contains approximately 1,000 annotated citations.[7] Efforts are underway to have this work published in a book length format.

A co-authored bibliography produced on a professional development leave shared by two librarians at the University of South Florida was concerned with the issue of managing microforms in an academic library. This bibliography was prepared in conjunction with a manuscript originally developed for publication. The manuscript was never finalized, but the fifty-one page bibliography was separately published in ERIC.[8] Sources cited in the bibliography are concerned with all aspects of managing microforms in academic libraries--including their selection, cataloging, storing, and reproduction.

The final bibliographic project identified was the efforts of this writer serving as an assistant editor compiling a five-year supplement to the Bibliography of West Florida--a comprehensive regional bibliography of all imprints related to the ten western-most counties of the Florida panhandle.[9,10]

These diverse efforts helped the librarians interviewed to identify additional bibliographical works that would be worthwhile for future projects. It was suggested that a system-wide bibliography of faculty and staff publications would be useful--especially if it contained a subject index. A bibliography of publications by librarians in the SUS would also be very useful. Further suggestions included map bibliographies--such as a union list of nineteenth century maps in the major map repositories in the state, or a state guide to map resources. Such bibliographies and union lists offer valuable and limitless opportunities for librarians to contribute to others while developing bibliographical skills.

Internal Management Study

One of the most creative and complex leave projects identified was the analysis of the citations found in the bibliographies and footnotes of three hundred and sixty-nine science theses and dissertations at the University of Florida. This project was used to create a computerized list of nearly 31,000 records which was used to identify a core collection of serial titles for each department based on citation frequency rank along with cumulative percentage figures. This study was also used to produce a number of other parameters including a summary table of the departmental usage of serials which includes the number of serial titles used by each department, the number of titles a department used in common with other departments, and the number of titles unique to each department. The data was used to determine the number of titles required to satisfy citation demands at different percentage levels. Additionally, patron use of serials was measured by a specificity index, use

by departments, and use by student category. Also analyzed was the age of cited titles for books and serials of the whole population as well as for each major program. The results indicated differences among major programs on a dependency on older materials and is being used for collection development, allocation of funds, collection organization and classification, and for improving access to key works.

Four other interesting internal management studies were done by librarians on leave from the University of South Florida. One of these was a "queing" study which was used to determine the number of public access computer terminals needed for implementing an online catalog. This study determined the rate of card catalog usage, and frequency of usage by author, subject, and title. Patrons were studied to determine the number of arrivals at the card catalog as well as the average length of catalog use. Other measurements included an analysis of patrons by academic discipline, college, and category (freshman, faculty, etc.) Most of the data was presented in bar graphs and was useful for planning the number and arrangement of online terminals.

Another of these internal management studies involved the monitoring of the effectiveness of certain approval plans. This study included an analysis of the date of receipt of approval books received at the University of South Florida Library compared with the date of holdings in OCLC. Vendors studied included Ballen, Baker and Taylor, and BNA. It was determined that these vendors are effective but that each has different arrangements with the various publishers, which affects the date of receipt of new titles.

Two other internal management studies were completed by a librarian who was granted two leaves. The first was a study of dual job assignments among professional librarians at the University of South Florida library. Interviews and questionnaires were used to determine job satisfaction and the effectiveness of dual assignments on library functions. The study concluded that dual assignments are successful and that the librarians are comfortable in their dual roles. The second leave was used to analyze the library needs of the College of Public Health at the University of South Florida and included a study of the holdings and cooperative services of four other campus libraries. Nine major suggestions were made for improving services for patrons of the Public Health Library as a result of the study.

These internal management studies provided insights into local management concerns. The study of citations in theses and dissertations offers an excellent opportunity for librarians in institutions offering graduate degrees to improve the quality of their collections. The other studies presented, or variations of them, offer creative suggestions for librarians to improve local internal management policies.

Producing Bibliographic Instruction Aids

The library at the University of Central Florida sponsors the Florida Library Orientation and Bibliographic Instruction Clearinghouse. This clearinghouse is similar to the LOEX Clearinghouse and makes available on loan the instructional materials produced by other libraries in the state. Three librarians from UCF have also used professional development leaves to produce materials for their bibliographic instruction program. These instructional aids are now also available through the clearinghouse.

One of these librarians used her leave to produce point-of-use explanations of key indexes, bibliographies, and pathfinders. The second project was oriented to the production of bibliographic instruction aids for instruction in the use of government documents. These materials, as well as a slide-tape on using government documents, are used for individual as well as classroom instruction. The third project was the development of a guide to business reference sources designed to assist students and librarians in conducting business research.

Another leave from this category was conducted at the University of South Florida. This project was a "needs and attitudes survey" of selected student and faculty library users. The objective of this study was to determine if the perceptions of librarians, faculty, and students agreed or disagreed on the library instruction needs of students. A major part of this survey involved the construction and administration of the "USF Test of Library-Use Competence."[11] This instrument is used as a pre-test/post-test and is keyed to a library skills course taught in the library.

At The University of West Florida, a leave was used to design a very innovative library guide that can be used in the library's bibliographic instruction program for any subject area. The guide is entitled the "Library Resources File: A Handbook and is arranged in a looseleaf format so that appropriate pathfinders and bibliographies can be inserted for each class.[12] The guide also contains an extensive collection of twelve inserts describing all facets of the library's collections and services and is used as a basic handout for all library patrons. At present, there are over sixty

bibliographies and thirty pathfinders from which to choose for insertion for specialized classes.

It is fortunate that other librarians can emulate in various ways the creative ideas expressed by all of these instructional aids and tests of library competence by borrowing them from the Florida Library Orientation and Bibliographic Instruction Clearinghouse at the University of Central Florida.

Publishing Books

All three of the following books identified in the inventory are soon to be published and all deal with various aspects of information retrieval.

The American Library Association will soon publish Easy Access to U.S. Government Publications.[13] This layman's guide to accessing government publications was compiled at the University of South Florida during a professional development leave. Emphasis in this work is placed on the use of the various government document indexes and should be useful to anyone who does not have extensive experience with government publications.

Another leave resulted in a book that is also to be published by ALA and which is tentatively entitled Textbook of Scientific Information Retrieval.[14] It includes the various procedures and strategies that are useful in a search for information in key scientific reference books in the life and physical sciences. Two chapters of this work also survey the principles of database searching in these disciplines.

Soon to be published by Haworth Press is a workbook for college students that represents the third book for this category. This work is entitled

Materials and Methods for Human Services Research and is similar to the Bibliographic Instruction Series originally published by Libraryworks (Neal-Schuman).[15] This workbook consists of chapters devoted to the various categories of reference tools in the Human Services field along with related assignments that are geared to classroom use. These workbook assignments are designed for bibliographic instruction classes and are structured so that each student has a different set of questions to answer.

All three of these books have implications for additional works that would be worthwhile future leave projects. Librarians are uniquely qualified to compile guides to specialized collections such as genealogy, maps, documents, or any of a number of academic disciplines. Although a number of guides already exist, new or revised editions are in constant demand. This is also true of the workbooks oriented to a particular discipline since a number of them have already been compiled, while many others remain to be produced for the first time.

Publishing Articles

Only three leaves were taken to pursue research that would be used with the intent to publish an article--including the present study. The most interesting of these projects is the work done by two librarians who recently shared one leave for the purpose of examining the status of online database searching in the field of Afro-American Studies. Their study indicated a serious lack of online literature on the subject due to the selective indexing policies of many databases. They also concluded that there was not a major database that could serve as a primary choice for searching Afro-American

Studies literature, and that a lot of information is being lost because of a weakness in the practices of current printed indexes. These researchers identified the need for an Afro-American Studies database and have begun the background work for the production of such a file by compiling a bibliography of over 150 journals on the subject. They hope to have an article describing this research published in the near future.

An investigation of the library study skills of nearly 500 fifth-, eighth-, and eleventh-grade students by another librarian on leave resulted in the publication of a co-authored article.[16] This research project examined the differences among the students' library study skills by gender, grade level, and socio-economic status.

It is hoped that both the investigation of the need for an Afro-American Studies database, and the library study skills assessment have implications for future projects. Certainly, many specialized subject areas-- especially in the fine arts and humanities--need to be more accessible through online databases, and the library study skills of students at the various grade levels--including college level--need to be carefully analyzed. The impact of such study skills assessments at the collegiate level could have a profound impact on bibliographic instruction in academic libraries.

Translating Foreign Language Materials

Two of the three projects reported from this category dealt with the translation of Spanish language documents that had been donated to the Special Collections Department of the University of South Florida Library. The third leave was used for a very innovative project; that of translating prefaces of

selected French reference books. These books included indexes, directories, and dictionaries that could be useful to patrons if they could determine from the preface that it included relevant information. The typed preface translations were then tipped into the appropriate volumes.

Foreign language translations are valuable contributions to researchers and should be shared with other libraries when possible.

Internal Library Manual

All three in-house manuals identified can serve as models for other libraries. One of these manuals is actually a comprehensive bibliographic manual of style (with an index) designed to serve the needs of the reference department of Central Florida University (formerly Florida Technological University).[17] It is an attempt to compose a format for every possible bibliographic entry and therefore would be very helpful if widely distributed to other academic library reference departments that must frequently respond to difficult inquiries from patrons concerning bibliographic style.

Another model in-house manual is that prepared by the database coordinator at the same university.[18] This manual is used for detailing the various internal procedures used for conducting database searches. A faculty brochure, a student hand-out, and a slide-tape package are other products that were distilled from the searcher's manual for use in the library's bibliographic instruction program.

A training manual that was designed for internal staff use describing how to access government documents was written by a librarian on leave at the University of South Florida. This manual was later expanded and prepared in

book format for publication by ALA (see under "Publishing Books") for a wider audience while the librarian was on a second leave.

There is an almost infinite variety of in-house manuals that are needed by academic librarians for outlining internal policies and procedures of individual departments. These manuals are most useful when designed for instructing new employees in the intricacies of local policies and procedures, but are also very useful for clarifying many issues for experienced employees.

Locate and Acquire Archival Materials

As a result of the cooperative exchange program between the University of Florida and several institutions in Brazil, a professional development leave was used to locate and acquire a wealth of archival sources dealing with the nine countries that border the Amazon River. The leave was taken by a librarian from the University of Florida who visited the Amazon Basin to locate 17th through 20th century manuscript documents, maps, and newspapers. Many of the materials located are being microfilmed for cooperative exchange with the University of Florida. A local map store was also located from which 200 maps were acquired. This cooperative project has led to 500 volumes on the study of indigenous people being donated by a faculty member from the University of Florida to a library in Brazil. An exchange program of faculty and librarians is also being pursued with the Universidade Federal Fluminense. Many of the archival sources identified during the leave were from the Museu Goeldi, the Arquivo Publico de Para, and the Arquivo Nacional, Rio de Janeiro. The Arquivo Publico de Para owns 330,000 manuscript pages of 18th and 19th century documents on the history of the Amazon basin. These sources are in

1,200 volumes accessible through a general index--both of which are being microfilmed and being made available to the University of Florida. A 3,000 citation inventory on Amazonia is being prepared as an adjunct to this project.[19]

Another leave was taken at The University of West Florida for the purpose of locating and acquiring historical materials relating to the ten western-most counties of Florida. Some of these sources were acquired as reproductions from the National Archives or the Geography and Maps Division of the Library of Congress, while others were identified and acquired from local sources. These materials were sought to enhance the holdings of the library's Special Collections Department, which now houses the world's largest collection of West Floridiana.

Locating and acquiring archival materials is a project that makes an important contribution to a library's holdings, and is especially noteworthy since these sources then become more accessible to other libraries.

Preparing Grant Proposals

Only one leave was taken for the purpose of preparing a grant application. This proposal sought over $100,000 from the U.S. Office of Education for the development of instructional aids in teaching the use of OCLC.[20] This proposal, which was ultimately rejected, was prepared by a librarian in concert with two faculty members from the Library Media and Information Studies Department of the University of South Florida.

NEEDED PROJECTS

The response to the questionnaire sent to the nine SUS library directors yielded four suggestions for leave projects that could be useful for all nine libraries if the results were shared. Interviews with other librarians across the state yielded many other worthwhile suggestions. A summary of these suggestions follows.

One library director expressed concern about the lack of a state-wide disaster plan for managing the unexpected destruction or damage of rare materials. Concern was expressed about the need for identifying 1) experts in the SUS who possess special skills, such as paper preservation knowledge and restoration skills, and 2) local specialized facilities for freezing and dehumidifying moisture-damaged materials as part of a disaster response. In order to prevent the risk of losing unique archival sources, it was also suggested that every library be encouraged to microfilm and even convert into machine readable form such irreplacable materials. A professional development leave could be used to initiate this type of comprehensive planning. As an adjunct to this proposal, it was also suggested that a state-wide directory was needed that would identify special or unique collections in non-SUS libraries which are not in OCLC. Such a directory would be most useful if it contained the name and nature of the collection, the library, the contact person, telephone number, hours of operation, and circulation policies. A related project would be the cataloging of archival and cartographic sources which currently are not cataloged in order to make these materials more accessible.

A number of useful projects concerning Florida's new online catalog (LUIS) were also mentioned. One such suggestion concerned a study of remote access of the LUIS terminals in individual libraries. This study could concentrate on determining the percentage of remote queries and also evaluate the necessity for assessing computer and telecommunications charges. Another online study could be made of the use of the online system after a certain period of time (e.g., one year) to determine queing patterns, number of terminals needed in relation to student enrollment, types of queries, and other parameters. Several librarians also expressed the need for a manual for accessing LUIS which could be used in bibliographic instruction classes. Foreign language versions would also be helpful--as would other foreign language materials geared to bibliographic instruction.

Several librarians had suggestions for leave projects involving government documents. The most common interest concerned the cataloging of state and local documents and their inclusion in the LUIS online catalog. Although a number of state documents are already in OCLC, many are still not classified and have not been entered in LUIS. This type of project could require the efforts of librarians from different campuses simultaneously working on feasibility studies, or cooperatively cataloging such documents. Other suggestions included compiling bibliographies and union lists of state and local documents on selected topics.

A frequently heard suggestion for needed leave projects concerned the indexing of local newspapers. This is an excellent type of project that could be done by more than one librarian either sharing a leave, or simply carrying

on the work begun by a colleague. Countless newspapers have never been indexed and even a short coverage of only a few years would be helpful to researchers. Newspaper indexes should also be made available in machine readable form if possible.

Several suggestions were received concerning the need for directories which would be concerned with SUS librarians. One of these would be a directory of financial support sources for librarians conducting research. This directory would include federal, state, local, and other grant sources, as well as a listing of support services such as computer or statistical laboratories offering their services free of charge. Another directory that could be of special interest would be a state-wide directory of SUS librarians which included phone numbers, professional specialities, research interests, and even a bibliography of each librarian's publications. In a similar vein, a librarian's manual or handbook which included SUS and campus policies (e.g., travel policies) would also be helpful. This type of handbook would perhaps be best accomplished in conjunction with local campus administrators.

SUMMARY

This study found two fundamental weaknesses in an otherwise model professional development leave policy. The first of these concerns the lack of money available on many campuses to fund replacements for librarians on leave. It is felt that a lack of aggressive efforts on the part of library directors to lobby their campus administrators is a basic reason for this unfortunate situation. On some SUS campuses, the workload of a librarian on leave must be absorbed by colleagues, while on other campuses, alternative employees are retained from the hourly wage rate employee budget.

The second problem concerns the lack of sharing of information resulting from leave projects. It was found that this problem exists not only between libraries--but also within libraries. It was shocking to discover that many times employees had no idea what their fellow librarians in their own departments had accomplished on their leaves. It is hoped that better communication--including newsletters within libraries and possibly even a semi-annual or annual state-wide SUS newsletter--could publicize leave results as well as identify needed projects. Such a newsletter could be used to promote projects that could be shared by librarians working simultaneously on different campuses, to publicize availability of grants, or even to promote exchange programs such as the Florida-Brazil Institute for the exchange of resources and personnel.

By locating financial support for funding replacement personnel and by identifying and promoting worthwhile leave projects, Florida's leave policy can stay at the forefront of academic library professional development leave programs.

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